



CFO Services
*Addressing the challenges
of today's Finance Organisations*



Introduction

It is tough being a CFO these days. You are facing complex decisions on many fronts, and knowing exactly how to proceed at any given time is harder than it looks. A smart move for one business could be crazy for another – and understanding which way to turn requires experience and insight.

The role of today's CFO is more complex than ever. CFO's are managing people, systems and technology infrastructure - all under intense regulatory scrutiny. They are driving or adapting to strategic shifts in their companies' business models. As always, they are ensuring that the finance organisation performs its core accounting and reporting duties effectively and efficiently. As their role continues to expand and evolve, it is no wonder many financial leaders are frustrated by ever-increasing demands on their time and resources.

We provide a comprehensive suite of CFO services to support the CFO in addressing the challenges of today's Finance Organisations. We assist the CFO in transforming finance from a 'supporting' to a 'business leading' function of an organisation; reducing its cost base while improving efficiency, the quality of information, and subsequent decision making.

Talk to us! We are there to support your ambitions!

Some things are fundamental to a well-run business, and solid Finance Operations is one of them. Getting it right means you'll have more time to focus on making better business decisions. Getting it wrong means you're in for a world of trouble.

Finance Organisation & Strategy

- Are you new in your role as CFO and do you want to evaluate the current Finance Vision and Strategy?
- Do you want to know how mature your Finance Organisation is compared to your peers?
- Are you struggling to align your Finance Operating Model with the vision on finance, business growth and strategy?
- Are you looking to increase the service level your Finance Organisation delivers to its stakeholders?
- Are you experiencing difficulties with transforming your Finance Organisation into a value adding Business Partner?
- Are you not sure how to translate your Vision on Finance into an actionable roadmap?

How we can help?

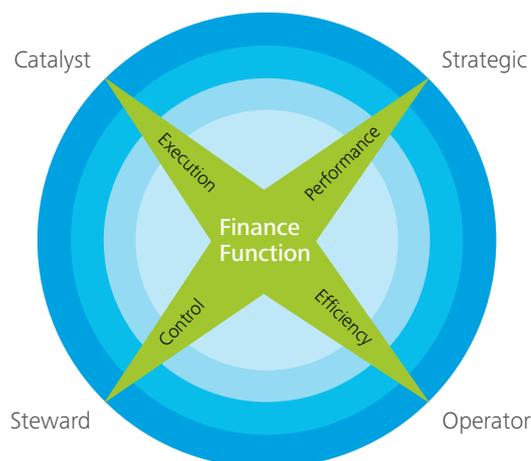
Our solutions are designed to join CFO's on their journey to transform their Finance Organisation. We can offer you:

- A one-day, **Finance** focused **Workshop**, to define the long-term Finance Vision and Strategy;
- A **Finance Maturity Assessment or Benchmarking** study to assess the Finance Organisation performance and capabilities compared to your peers;
- Assistance with determining an appropriate Finance **Operating Model**;
- Our proven Finance Business Partnering Methodology to transform your Finance Organisation into a value adding Business Partner.
- A number of proven tools and methodologies essential in translating the strategic Finance Vision to an actionable **Transformation Roadmap**.

Bottom-line benefits

- A **Finance Vision & Strategy** to support the execution of the organisation's Corporate strategy;
- A qualitative study which will show you where to focus in order to bring your Finance Organisation in synch with best **practices**;
- A more effective and powerful **Finance Operating Model**;
- A Finance Organisation being an effective **Business Partner** that can lead to better and faster business decision-making.
- A solid and **realistic business case** and **roadmap** leading the Finance Transformation to success;

The four faces of the CFO



Last Mile of Finance

- Do you want to fasten your closing process by reducing time-consuming and labor-intensive activities in a decentralized and non-integrated system landscape?
- Are you struggling with data inconsistencies and mammoth data volumes and seek to move to a fluent and risk-based closing process?
- Do you want to navigate around the dangerous rocks in finance by avoiding error prone manual processes?
- Are you losing your visibility in a jungle of spreadsheets?
- Would you rather rely on financial and operational data generated via an automated process?

Our experience indicates that companies need to adopt a holistic approach to the last mile of finance and avoid the ‘white spaces’ in the Record to Report process.

How we can help?

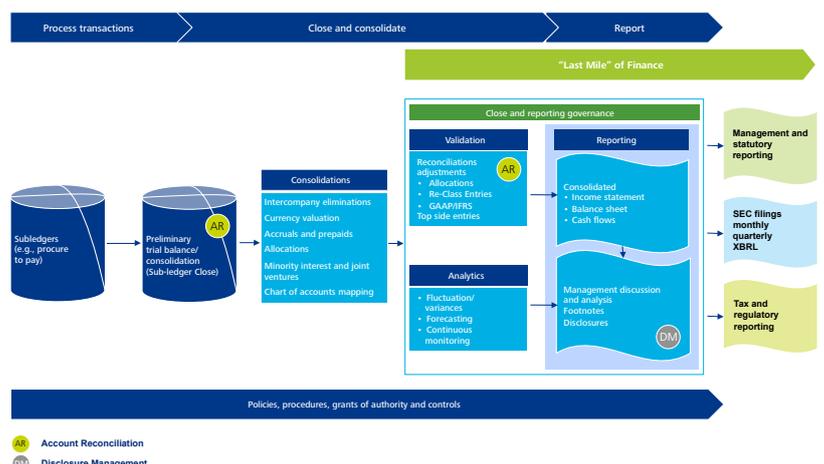
Our services are designed to help CFO’s in their efforts to:

- Create **Balance Sheet integrity** and reduce the risk of misstatements;
- **Optimize the closing process** by assessing the record to report process, whilst benchmarking with best practice solutions and deriving a closing process that combines effectiveness with efficiency
- Select and implement a **best practice tool** (e.g. account reconciliation, disclosure management, consolidation, etc) supporting the business needs based on proven technical, financial and operational experience;
- Assess risk of misstatements through **system assurance, process review and quality assurance**.
- Find temporary support during the close and consolidation process.

Bottom-line benefits

- Increased staff efficiency leading to **enhanced quality**
- Resource time aligned with high value activities
- Reduced manual processes and increased levels of **automation**
- Reduced processing time as well as audit cost by maintaining availability of supporting documentation
- Increased operational **efficiencies**
- Automated processes with **integration of multiple systems**
- Enhanced management reporting and **decision making**
- Automated **internal controls** reducing the need for testing
- Enhanced risk management capabilities
- Better ability to comply with laws and regulations
- Increased overall accountability and **transparency**

Last Mile of Finance



Transactional Finance

- Are your finance costs going through the roof?
- Do you face a large and growing number of manual transactions? Are you aware that this introduces a high risk of errors and extends the close processes?
- Do you face difficulties in providing timely, accurate and meaningful financial and operating information at the end of each period?
- Are you sure that you record all revenue transactions in your accounting systems? Or do you seek an increased integrity of your revenues?
- Does the current governance structure of your finance department really support operational efficiency?

Transaction processing offers the opportunities to create value and reduce costs all at the same time. But getting it right requires an intimate understanding of the business, which many finance organisations lack.

How we can help?

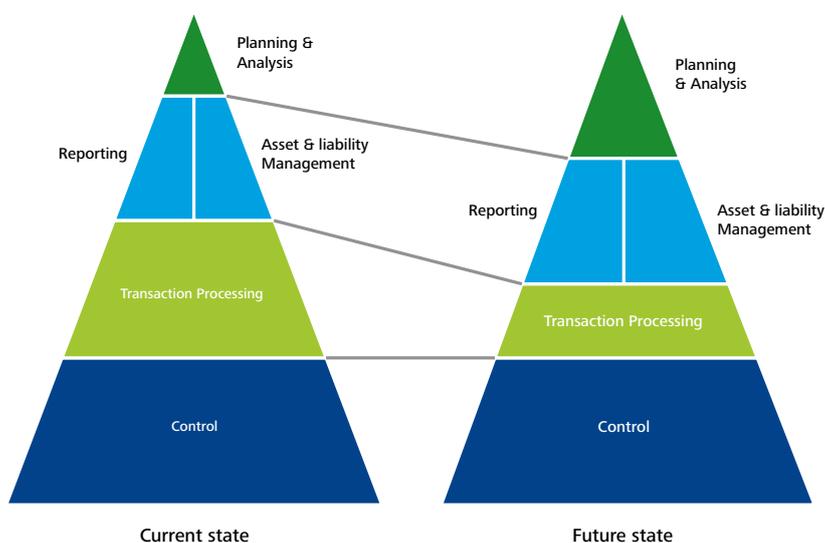
Our services are designed to help CFO's in their efforts to:

- Design and implement processes and technology to **optimize the processing** of general ledger and sub ledger **transactions** on an ongoing basis;
- Design processes to optimize accounting transaction processing in the areas of **internal control**, access and IT controls and **segregation of duties**;
- Assess the current state of the finance processes and systems through **benchmarking** and best practice comparison;
- **Automate the transactional activities** to concentrate the effort on value-adding activities.

Bottom-line benefits

- More **reliable** "industrialized" **finance processes**;
- Increased **productivity** at reduced costs;
- Understanding of current performance levels;
- Strengthened **organizational focus** on performance issues;
- Enhanced input/output ratio of the finance processes;
- Significant **performance improvement** opportunities;
- Taking **cost** out of transaction processing while mining the flow of information for valuable business opportunities.

Benefits of optimizing Transactional Finance Processes



Cost Management

- Does your cost model provide sufficient insight into the business activities that actually drive costs?
- Can you determine which activities contribute the most to long-term enterprise value? Can you identify areas that provide the best opportunities for strategic cost reduction?
- Do you have a clear view on how price cuts will affect your profitability? What is the cost of extra effort for a special group of clients or distribution channels?
- Are your strategic efforts enhanced by a clear organizational structure or do you suffer from complex processes, and unclear roles and responsibilities?

Companies often struggle to understand costs as a result of the breadth and interdependencies of activities and operations across the organisation. We offer an essential foundation to enable meaningful analysis and reporting to help execute the business strategy.

How we can help?

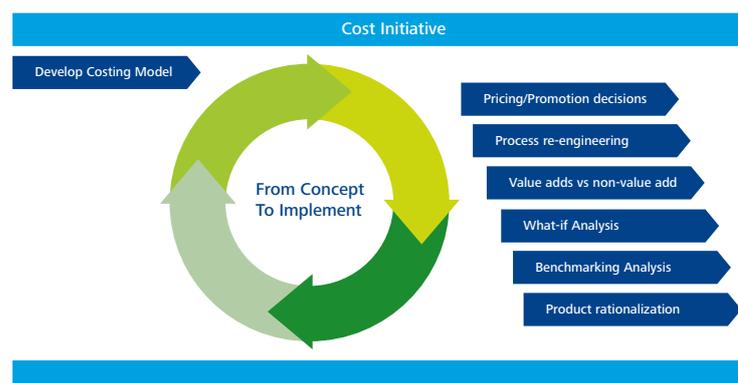
Our services are designed to help CFO's in their efforts to:

- **Identify hidden business** costs and provide an organizational structure to effectively manage and reduce costs – all without diminishing value;
- Simplify organisational structures and identify and assign **roles and responsibilities** in the organisation;
- Gain insight in the cost structure of the organisation and relate all cost components to the organisation's product, services or customers;
- **Redesign the current costing system** or implement a state of the art cost model, in line with the leading cost model theories such as ABC or Standard Costing;
- Explore the reasons of differences in **customer profitability** and how to significantly increase the profitability of the client portfolio;
- Focus on execution and communication of priorities to the organisation to monitor and report progress against stated goals

Bottom-line benefits

- A **competitive cost structure** that allows the business to capitalize on growth opportunities;
- A **scalable cost model** that can easily adapt to organisational changes and shifting market conditions;
- **Streamlined business processes** that are easier to manage;
- A **cost-conscious culture** throughout the organisation;
- Broad quantitative support of the **strategic decision-making process**
- Key costing applications serving other **continuous improvement initiatives**

Develop a Costing Model



Financial and Business Planning

- Do you lack visibility on your short term cash flows? Does it feel like you are “flying blind” with respect to your debt covenants or financial headroom?
- Do you have to base your strategic decisions purely on your intuition? Would you rather rely on a system offering you quantitative support?
- Are your budgets linked to long term plans or do you feel a lack of monitoring and ownership with respect to business plan outcomes?
- Your current business strategy may be changing. Do your financial planning and budget models offer flexibility and simulation capabilities?

We assist companies in reviewing, developing or improving business plans and the supporting financial models as part of transactions, restructuring, refinancing or strategic reviews of business units.

How we can help?

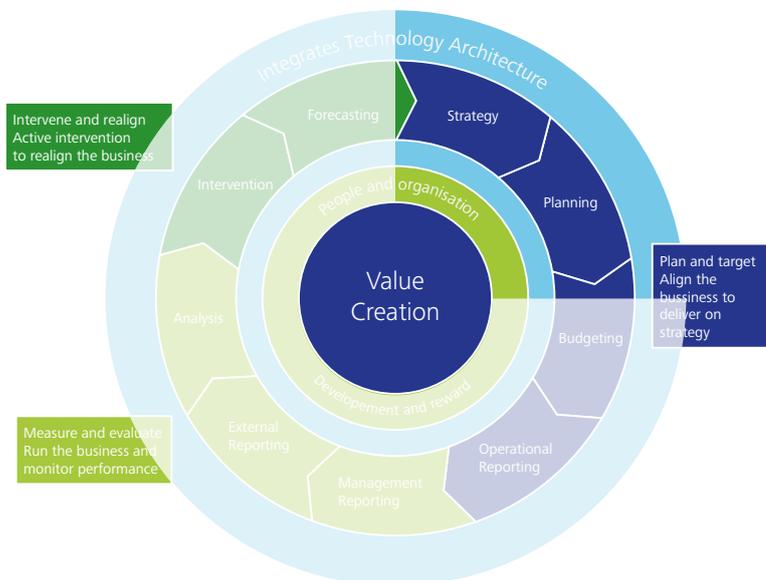
Our services are designed to help CFO’s in their efforts to:

- Gain a clearer **view on cash flows** and financial headroom through the preparation of short-term forecasts and liquidity planning templates;
- Integrate **simulation and sensitivity analysis** capabilities in financial plans by reviewing, improving and/or developing underlying financial models;
- **Monitor business plan outcomes** and actions by integrating financial plans with budget and management reporting through robust financial models.

Bottom-line benefits

- **Visibility** on financial (cash) situation;
- Greater **confidence in the feasibility of business plans** under different economic circumstances;
- An **effective strategic plan** translating your business strategy into a consistent story about your organization’s future;
- **Compliance** with creditor’s debt coverage requirements;
- View on **key business sensitivities** and their impact on financial projections;
- Greater **accountability** for implementing business plan actions.
- Broader support for strategic decisions.

Integrate Performance Management



Budgeting & Performance Management

- Are your current budgeting and forecasting activities chewing up more value than they create for your organisation?
- Is your budgeting process currently too time consuming and labor intensive as data is manually reconciled between different systems, spreadsheets, and other paper sources?
- Are you spending too much time on putting together an annual budget that is out of date by the time it is published?
- Are you struggling with changing your budgeting and/or reporting process as you are looking to introduce a new budgeting and/or reporting system or intend to restructure your organisation?
- Do you get stuck each time when trying to link the performance of your business with the corporate strategic objectives and initiatives that were translated in your budget?
- Are there multiple “versions of the truth” as non-standard management reports are generated using a series of standalone spreadsheets?
- Is your Finance Organisation victim of cumbersome, labor intensive management reporting processes resulting from disparate systems and uncontrolled reporting tools?

How we can help?

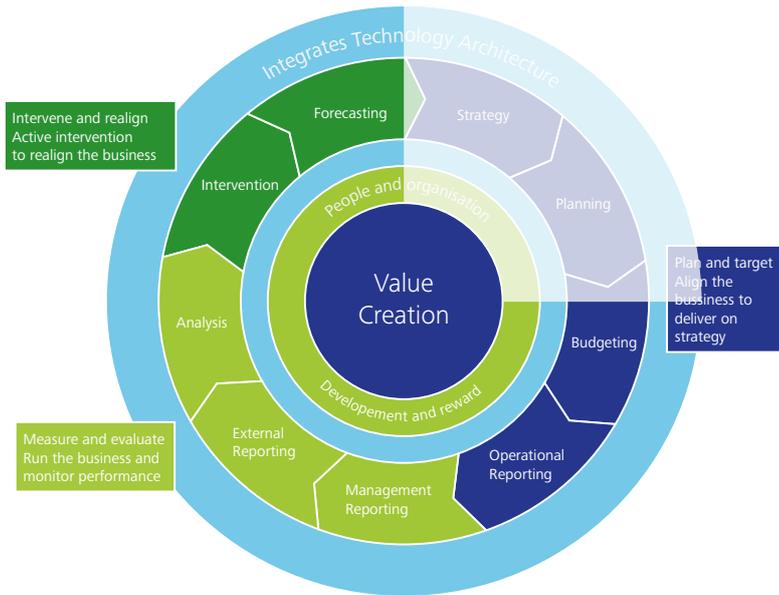
Given our proven experience, we support organisations and their CFO's with:

- A detailed analysis (incl. **benchmarking**) of the current budgeting and reporting processes, capabilities, and tools;
- The **design and implementation** of a new budgeting & forecasting business model (process, people, technology, organisation), drilling down from the strategic to the operational level;
- The **identification and prioritization of risks** linked to relevant, accurate, timely, and complete data capturing, as well as assessing the reporting process in order to develop an effective management reporting strategy that incorporates leading practices;
- The design and implementation of a **new budgeting and performance reporting tool**, with relevant key performance indicators, and/or balanced scorecards linked to the organization's strategic objectives.

Bottom-line benefits

- A more **efficient and effective budgeting & forecasting process**, eliminating endless iterations, wasted technology, conflicting goals, and poor decision-making;
- Increased **confidence** in the integrity of reported figures;
- An improved **visibility** to the operational performance and measurement against targets, helping your management to better understand the business and define relevant action plans;
- A **less-manual budgeting and reporting process**, allowing you to spend more time on business partnering, instead of operating as a “concierge service”.

Integrated Performance Management



If you correctly use management reporting as a communication tool, you can enable the management to exercise considerable influence on the success of your company.

Treasury Management

- Which cash-pool strategy is the most suitable for your company?
- Does your existing cash-pooling structure allow that the right amount of cash is at the right place at the right time?
- How do you organize your interest and foreign currency hedging? Is your risk management aligned with your company's strategy?
- Do you have a clear view on how funding affects your profitability? What is the optimal funding structure for your company?
- Which parts of your treasury activities are automated? Which vendor offers the package that best suits your treasury needs?
- Does your treasury management system allow you to effectively manage cash, investment, funding and risk?

How we can help?

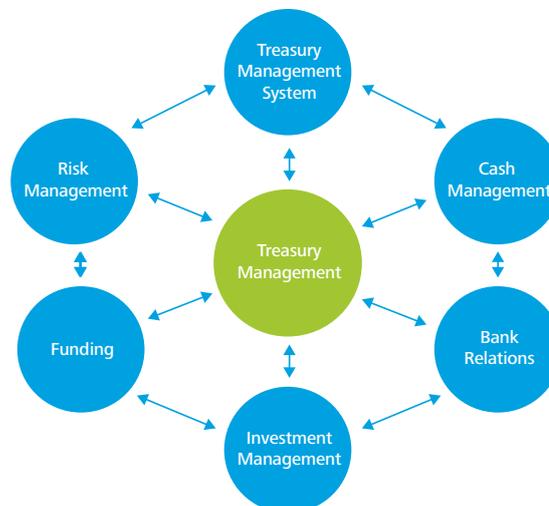
Our services are designed to help Treasury Managers in their efforts to:

- Manage corporate funding by optimizing the funding and refinancing structures;
- Manage derivatives and investment operations by optimizing and monitoring corporate hedging strategies;
- Optimize treasury management by assessing and benchmarking treasury management, organizations and processes and designing and implementing best in class solutions like cash-pools, treasury policies, or cash flow forecasting models;
- Manage financial risk by designing and implementing risk measurement models and / or valuating financial instruments;

Bottom-line benefits

- An optimal use of cash pools and effective bank relationships;
- A funding strategy and structure that optimizes your profitability;
- A less-manual treasury process, allowing you to spend more time on defining and executing your treasury strategy;
- A hedging strategy that allows you to easily identify risks and take corrective actions when deemed necessary.

Treasury Management Components



The current challenging economic environment has highlighted the need for an effective treasury function that supports the organisations in identifying and mitigating treasury risks and maximising effective use of cash.

Deloitte's Audit & Risk Management expertise as a key differentiator

1

Audit

- External Audit
- Agreed-Upon procedures & assurance reports
- Third-party assurance & service auditor
- Due Diligence services & public offering
- GAAP (including IFRS and US) Advisory

2

CFO Services

- Finance Organization & Strategy
- Transactional Finance
- Cost Management
- The Last Mile of Finance
- Business & Financial Planning
- Budgeting & Performance Management
- Treasury Management

3

Operational Assurance & Procurement

- Cost Reduction
- Revenue Assurance
- Working Capital Optimisation
- Inventory Assurance & Optimisation
- Operational Quality Scan
- Operational Excellence
- Operational Risk Assurance
- Procurement Scan & Operational Efficiency
- Temporary Staffing (Procurement & Operational Efficiency)

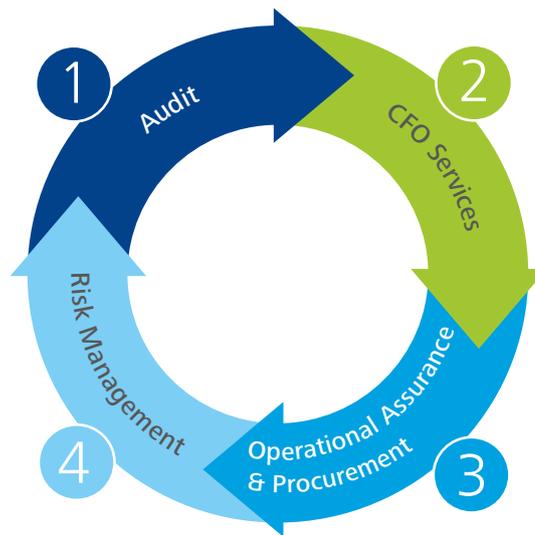
4

Business Process Risks

- Internal audit & Internal Control Advisory
- Corporate Governance
- Business Continuity
- FSI Advisory & Actuarial Services
- Innovation Services
- Forensic Services
- Corporate Responsibility & Sustainability Services
- Business Continuity
- People Governance
- Public Private Partnerships

Technology

- Technology
- Security & Privacy
- Testing Services
- IT Risk Consulting
- Contract Risk & Compliance Services
- Data management



Contacts

For more information, please contact:

Tom Van Cauwenberge

Partner

+32 2 800 22 79

tvancauwenberge@deloitte.com

Philippe Delcourt

Partner

+32 2 800 22 45

pdelcourt@deloitte.com

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte has in the region of 200,000 professionals, all committed to becoming the standard of excellence.

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte Network") is, by means of this publication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this publication.